



March 17, 2011

Los Angeles County Board of Supervisors

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Second District

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Fifth District

Mitchell H. Katz, M.D.
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Chief Deputy Director

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Los Angeles, CA 90012

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To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.



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TO: Each Supervisor

FROM: *fw* Mitchell H. Katz, M.D. *[Signature]*
Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #52 (Agenda Item #S-1, March 22, 2011)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of February 2011.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of February was 600 out of 671 licensed beds, an estimated 87% utilization rate (89% occupancy). The census for Medical/Surgical units was an estimated 98% utilization rate (100% occupancy) for February 2011.

Emergency Department (ED) Indicators

The attachment demonstrates an increase in key indicators such as the ED Boarding Time, ED Wait Time, Left Without Being Seen, Average Length of Stay (ALOS) and the Crowding Level Comparison. The number of patients transferred out to Rancho and other hospitals was 37% higher than January 2011 and was more than the average number of patients transferred out over the last 6 months since September 2010.

Some of the factors contributing to this trend include: increase in the volume of lower level of care patients waiting for placement; increase in the number of patients with lower acuity transferred to other facilities and increases in the number of patients discharged that stayed at the facility over 100 days.

If you have any questions or need additional information please contact me or Pete Delgado, LAC+USC Chief Executive Officer at (323) 409-2800.

PD:bh

Attachments

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

LAC+USC Medical Center
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Indicator	Definition	Data	Comments																																																																												
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<p>1a. Average Daily Census (ADC)</p>	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<p style="text-align: center;">ADC</p> <table border="1" style="display: none;"> <caption>ADC Data Points</caption> <thead> <tr> <th>Month</th> <th>ADC</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>637</td></tr> <tr><td>Nov '06</td><td>598</td></tr> <tr><td>Dec '06</td><td>623</td></tr> <tr><td>Jan '07</td><td>605</td></tr> <tr><td>Feb '07</td><td>625.5</td></tr> <tr><td>Mar '07</td><td>623</td></tr> <tr><td>Apr '07</td><td>590</td></tr> <tr><td>May '07</td><td>609</td></tr> <tr><td>Jun '07</td><td>605</td></tr> <tr><td>Jul '07</td><td>583</td></tr> <tr><td>Aug '07</td><td>611</td></tr> <tr><td>Sep '07</td><td>578</td></tr> <tr><td>Oct '07</td><td>596</td></tr> <tr><td>Nov '07</td><td>491</td></tr> <tr><td>Dec '07</td><td>551</td></tr> <tr><td>Jan '08</td><td>563</td></tr> <tr><td>Feb '08</td><td>577</td></tr> <tr><td>Mar '08</td><td>572</td></tr> <tr><td>Apr '08</td><td>573</td></tr> <tr><td>May '08</td><td>589</td></tr> <tr><td>Jun '08</td><td>581</td></tr> <tr><td>Jul '08</td><td>567</td></tr> <tr><td>Aug '08</td><td>559</td></tr> <tr><td>Sep '08</td><td>578</td></tr> <tr><td>Oct '08</td><td>592</td></tr> <tr><td>Nov '08</td><td>586</td></tr> <tr><td>Dec '08</td><td>588</td></tr> <tr><td>Jan '09</td><td>595</td></tr> <tr><td>Feb '09</td><td>592</td></tr> <tr><td>Mar '09</td><td>596</td></tr> <tr><td>Apr '09</td><td>604</td></tr> <tr><td>May '09</td><td>598</td></tr> <tr><td>Jun '09</td><td>596</td></tr> <tr><td>Jul '09</td><td>581</td></tr> <tr><td>Aug '09</td><td>581</td></tr> <tr><td>Sep '09</td><td>593</td></tr> <tr><td>Oct '09</td><td>600</td></tr> </tbody> </table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Oct '06	637	Nov '06	598	Dec '06	623	Jan '07	605	Feb '07	625.5	Mar '07	623	Apr '07	590	May '07	609	Jun '07	605	Jul '07	583	Aug '07	611	Sep '07	578	Oct '07	596	Nov '07	491	Dec '07	551	Jan '08	563	Feb '08	577	Mar '08	572	Apr '08	573	May '08	589	Jun '08	581	Jul '08	567	Aug '08	559	Sep '08	578	Oct '08	592	Nov '08	586	Dec '08	588	Jan '09	595	Feb '09	592	Mar '09	596	Apr '09	604	May '09	598	Jun '09	596	Jul '09	581	Aug '09	581	Sep '09	593	Oct '09	600	<p>ADC provided as background information.</p>
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<p>1b. Occupancy Rate LAC+USC Medical Center</p>	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census - Newborns / 600</p> <table border="1"> <caption>Medical Center Licensed Occupancy Rate (excluding Newborns) - % Occ</caption> <thead> <tr> <th>Month</th> <th>% Occ</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>72%</td></tr> <tr><td>Dec '08</td><td>77%</td></tr> <tr><td>Jan '09</td><td>80%</td></tr> <tr><td>Feb '09</td><td>83%</td></tr> <tr><td>Mar '09</td><td>84%</td></tr> <tr><td>Apr '09</td><td>85%</td></tr> <tr><td>May '09</td><td>85%</td></tr> <tr><td>Jun '09</td><td>88%</td></tr> <tr><td>Jul '09</td><td>86%</td></tr> <tr><td>Aug '09</td><td>83%</td></tr> <tr><td>Sep '09</td><td>86%</td></tr> <tr><td>Oct '09</td><td>86%</td></tr> <tr><td>Nov '09</td><td>88%</td></tr> <tr><td>Dec '09</td><td>87%</td></tr> <tr><td>Jan '10</td><td>88%</td></tr> <tr><td>Feb '10</td><td>87%</td></tr> <tr><td>Mar '10</td><td>88%</td></tr> <tr><td>Apr '10</td><td>89%</td></tr> <tr><td>May '10</td><td>90%</td></tr> <tr><td>Jun '10</td><td>90%</td></tr> <tr><td>Jul '10</td><td>89%</td></tr> <tr><td>Aug '10</td><td>86%</td></tr> <tr><td>Sep '10</td><td>89%</td></tr> <tr><td>Oct '10</td><td>87%</td></tr> <tr><td>Nov '10</td><td>90%</td></tr> <tr><td>Dec '10</td><td>89%</td></tr> <tr><td>Jan '11</td><td>90%</td></tr> </tbody> </table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Apr '09	85%	May '09	85%	Jun '09	88%	Jul '09	86%	Aug '09	83%	Sep '09	86%	Oct '09	86%	Nov '09	88%	Dec '09	87%	Jan '10	88%	Feb '10	87%	Mar '10	88%	Apr '10	89%	May '10	90%	Jun '10	90%	Jul '10	89%	Aug '10	86%	Sep '10	89%	Oct '10	87%	Nov '10	90%	Dec '10	89%	Jan '11	90%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
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<p>2a. Median Emergency Department Boarding Time (EDBT)</p> <p>*Harris Rodde Indicator</p>	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p style="text-align: center;">Median EDBT</p> <table border="1"> <caption>Median EDBT Data (hr:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>2:18</td><td>4:12</td></tr> <tr><td>Dec '08</td><td>4:58</td><td>2:17</td><td>4:33</td></tr> <tr><td>Jan '09</td><td>5:22</td><td>2:21</td><td>4:28</td></tr> <tr><td>Feb '09</td><td>5:14</td><td>3:00</td><td>4:44</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>2:22</td><td>4:44</td></tr> <tr><td>Apr '09</td><td>7:43</td><td>2:32</td><td>4:00</td></tr> <tr><td>May '09</td><td>6:08</td><td>2:31</td><td>3:38</td></tr> <tr><td>Jun '09</td><td>5:00</td><td>2:36</td><td>3:54</td></tr> <tr><td>Jul '09</td><td>5:37</td><td>2:35</td><td>4:32</td></tr> <tr><td>Aug '09</td><td>5:13</td><td>2:39</td><td>5:01</td></tr> <tr><td>Sep '09</td><td>5:37</td><td>2:53</td><td>4:4</td></tr> <tr><td>Oct '09</td><td>5:37</td><td>2:40</td><td>4:44</td></tr> <tr><td>Nov '09</td><td>4:36</td><td>2:32</td><td>3:57</td></tr> <tr><td>Dec '09</td><td>4:02</td><td>2:47</td><td>4:02</td></tr> <tr><td>Jan '10</td><td>5:55</td><td>2:34</td><td>3:45</td></tr> <tr><td>Feb '10</td><td>6:47</td><td>3:05</td><td>5:14</td></tr> <tr><td>Mar '10</td><td>5:30</td><td>2:43</td><td>4:45</td></tr> <tr><td>Apr '10</td><td>6:04</td><td>2:27</td><td>5:42</td></tr> <tr><td>May '10</td><td>6:23</td><td>2:28</td><td>5:10</td></tr> <tr><td>Jun '10</td><td>6:44</td><td>2:20</td><td>5:29</td></tr> <tr><td>Jul '10</td><td>10:26</td><td>2:16</td><td>5:48</td></tr> <tr><td>Aug '10</td><td>11:32</td><td>1:59</td><td>8:44</td></tr> <tr><td>Sep '10</td><td>7:57</td><td>2:14</td><td>6:27</td></tr> <tr><td>Oct '10</td><td>6:18</td><td>2:20</td><td>5:11</td></tr> <tr><td>Nov '10</td><td>6:39</td><td>2:07</td><td>5:33</td></tr> <tr><td>Dec '10</td><td>9:37</td><td>2:10</td><td>7:41</td></tr> <tr><td>Jan '11</td><td>10:22</td><td>2:08</td><td>7:43</td></tr> <tr><td>Feb '11</td><td>10:22</td><td>2:23</td><td>7:43</td></tr> </tbody> </table> <p style="text-align: center;">Feb '11 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	4:28	2:18	4:12	Dec '08	4:58	2:17	4:33	Jan '09	5:22	2:21	4:28	Feb '09	5:14	3:00	4:44	Mar '09	6:06	2:22	4:44	Apr '09	7:43	2:32	4:00	May '09	6:08	2:31	3:38	Jun '09	5:00	2:36	3:54	Jul '09	5:37	2:35	4:32	Aug '09	5:13	2:39	5:01	Sep '09	5:37	2:53	4:4	Oct '09	5:37	2:40	4:44	Nov '09	4:36	2:32	3:57	Dec '09	4:02	2:47	4:02	Jan '10	5:55	2:34	3:45	Feb '10	6:47	3:05	5:14	Mar '10	5:30	2:43	4:45	Apr '10	6:04	2:27	5:42	May '10	6:23	2:28	5:10	Jun '10	6:44	2:20	5:29	Jul '10	10:26	2:16	5:48	Aug '10	11:32	1:59	8:44	Sep '10	7:57	2:14	6:27	Oct '10	6:18	2:20	5:11	Nov '10	6:39	2:07	5:33	Dec '10	9:37	2:10	7:41	Jan '11	10:22	2:08	7:43	Feb '11	10:22	2:23	7:43	
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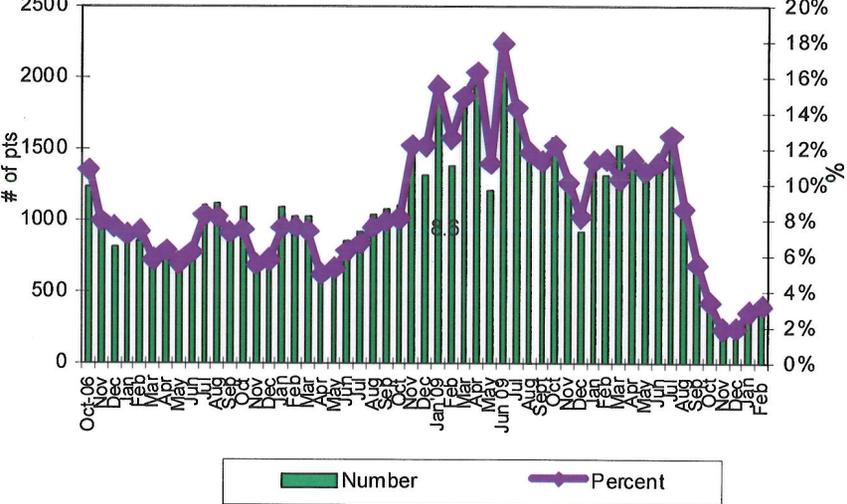
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Indicator	Definition	Data	Comments																																						
		<p style="text-align: center;">Median Boarding Time (Adult)*</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Month</th> <th>Median Boarding Time (hrs:min)</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>4:34</td></tr> <tr><td>Jan '07</td><td>3:37</td></tr> <tr><td>Apr '07</td><td>3:43</td></tr> <tr><td>Jul '07</td><td>3:44</td></tr> <tr><td>Oct '07</td><td>3:09</td></tr> <tr><td>Jan '08</td><td>3:40</td></tr> <tr><td>Apr '08</td><td>2:43</td></tr> <tr><td>Aug '08</td><td>2:35</td></tr> <tr><td>Nov '08</td><td>4:58</td></tr> <tr><td>Feb '09</td><td>5:22</td></tr> <tr><td>May '09</td><td>3:54</td></tr> <tr><td>Aug '09</td><td>5:37</td></tr> <tr><td>Nov '09</td><td>4:02</td></tr> <tr><td>Feb '10</td><td>5:55</td></tr> <tr><td>May '10</td><td>6:04</td></tr> <tr><td>Aug '10</td><td>10:26</td></tr> <tr><td>Nov '10</td><td>6:17</td></tr> <tr><td>Feb '11</td><td>9:37</td></tr> </tbody> </table> <p>Feb '11 data is Preliminary data</p>	Month	Median Boarding Time (hrs:min)	Oct '06	4:34	Jan '07	3:37	Apr '07	3:43	Jul '07	3:44	Oct '07	3:09	Jan '08	3:40	Apr '08	2:43	Aug '08	2:35	Nov '08	4:58	Feb '09	5:22	May '09	3:54	Aug '09	5:37	Nov '09	4:02	Feb '10	5:55	May '10	6:04	Aug '10	10:26	Nov '10	6:17	Feb '11	9:37	
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Indicator #2 - Emergency Department Metrics																																																																																															
<p>2b. ED Wait Time</p>	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><u>Definition:</u> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Average ED Wait Time</p> <table border="1"> <caption>Estimated Data from Average ED Wait Time Chart</caption> <thead> <tr> <th>Month</th> <th>Adult (Hrs:min)</th> <th>Peds (Hrs:min)</th> <th>Total (Hrs:min)</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>10:36</td><td>3:18</td><td>9:36</td></tr> <tr><td>Jan '09</td><td>11:07</td><td>2:53</td><td>10:41</td></tr> <tr><td>Mar '09</td><td>12:20</td><td>3:20</td><td>10:48</td></tr> <tr><td>May '09</td><td>12:34</td><td>3:32</td><td>11:06</td></tr> <tr><td>Jul '09</td><td>13:00</td><td>3:32</td><td>10:15</td></tr> <tr><td>Sep '09</td><td>11:23</td><td>3:57</td><td>10:52</td></tr> <tr><td>Nov '09</td><td>10:55</td><td>3:47</td><td>10:00</td></tr> <tr><td>Jan '10</td><td>10:31</td><td>4:11</td><td>9:17</td></tr> <tr><td>Mar '10</td><td>11:42</td><td>3:37</td><td>8:19</td></tr> <tr><td>May '10</td><td>10:42</td><td>3:23</td><td>8:36</td></tr> <tr><td>Jul '10</td><td>9:44</td><td>3:42</td><td>8:45</td></tr> <tr><td>Sep '10</td><td>10:04</td><td>3:39</td><td>8:40</td></tr> <tr><td>Nov '10</td><td>9:48</td><td>3:49</td><td>8:47</td></tr> <tr><td>Jan '11</td><td>9:58</td><td>3:45</td><td>10:18</td></tr> <tr><td>Feb '11</td><td>10:18</td><td>3:44</td><td>11:14</td></tr> <tr><td>Mar '11</td><td>12:36</td><td>4:02</td><td>11:14</td></tr> <tr><td>Apr '11</td><td>12:23</td><td>4:40</td><td>11:14</td></tr> <tr><td>May '11</td><td>11:30</td><td>4:07</td><td>10:18</td></tr> <tr><td>Jun '11</td><td>10:34</td><td>3:54</td><td>9:31</td></tr> <tr><td>Jul '11</td><td>10:36</td><td>3:56</td><td>9:28</td></tr> <tr><td>Aug '11</td><td>11:42</td><td>3:56</td><td>10:19</td></tr> <tr><td>Sep '11</td><td>12:11</td><td>4:15</td><td>10:41</td></tr> </tbody> </table> <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>Feb '11 data is Preliminary data</p>	Month	Adult (Hrs:min)	Peds (Hrs:min)	Total (Hrs:min)	Nov '08	10:36	3:18	9:36	Jan '09	11:07	2:53	10:41	Mar '09	12:20	3:20	10:48	May '09	12:34	3:32	11:06	Jul '09	13:00	3:32	10:15	Sep '09	11:23	3:57	10:52	Nov '09	10:55	3:47	10:00	Jan '10	10:31	4:11	9:17	Mar '10	11:42	3:37	8:19	May '10	10:42	3:23	8:36	Jul '10	9:44	3:42	8:45	Sep '10	10:04	3:39	8:40	Nov '10	9:48	3:49	8:47	Jan '11	9:58	3:45	10:18	Feb '11	10:18	3:44	11:14	Mar '11	12:36	4:02	11:14	Apr '11	12:23	4:40	11:14	May '11	11:30	4:07	10:18	Jun '11	10:34	3:54	9:31	Jul '11	10:36	3:56	9:28	Aug '11	11:42	3:56	10:19	Sep '11	12:11	4:15	10:41	
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Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
<p>2c.</p> <p>Left Without Being Seen (LWBS)</p> <p>*Harris Rodde Indicator</p>	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p>  <p style="text-align: center;">Feb '11 data is Preliminary data</p>	

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<p>2d. ED Diversion</p>	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p style="text-align: center;">Diversion of ALS Units due to ED Saturation</p> <table border="1"> <caption>Data for Diversion of ALS Units due to ED Saturation</caption> <thead> <tr> <th>Month</th> <th>% on Diversion</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>49</td></tr> <tr><td>Nov '06</td><td>42</td></tr> <tr><td>Dec '06</td><td>31</td></tr> <tr><td>Jan '07</td><td>38</td></tr> <tr><td>Feb '07</td><td>45</td></tr> <tr><td>Mar '07</td><td>42</td></tr> <tr><td>Apr '07</td><td>38</td></tr> <tr><td>May '07</td><td>31</td></tr> <tr><td>Jun '07</td><td>32</td></tr> <tr><td>Jul '07</td><td>34</td></tr> <tr><td>Aug '07</td><td>28</td></tr> <tr><td>Sep '07</td><td>22</td></tr> <tr><td>Oct '07</td><td>21</td></tr> <tr><td>Nov '07</td><td>25</td></tr> <tr><td>Dec '07</td><td>52</td></tr> <tr><td>Jan '08</td><td>51</td></tr> <tr><td>Feb '08</td><td>51</td></tr> <tr><td>Mar '08</td><td>30</td></tr> <tr><td>Apr '08</td><td>23</td></tr> <tr><td>May '08</td><td>25</td></tr> <tr><td>Jun '08</td><td>42</td></tr> <tr><td>Jul '08</td><td>50</td></tr> <tr><td>Aug '08</td><td>51</td></tr> <tr><td>Sep '08</td><td>40</td></tr> <tr><td>Oct '08</td><td>55</td></tr> <tr><td>Nov '08</td><td>150</td></tr> <tr><td>Dec '08</td><td>58</td></tr> <tr><td>Jan '09</td><td>52</td></tr> <tr><td>Feb '09</td><td>55</td></tr> <tr><td>Mar '09</td><td>58</td></tr> <tr><td>Apr '09</td><td>35</td></tr> <tr><td>May '09</td><td>35</td></tr> <tr><td>Jun '09</td><td>63</td></tr> <tr><td>Jul '09</td><td>51</td></tr> <tr><td>Aug '09</td><td>52</td></tr> <tr><td>Sep '09</td><td>59</td></tr> <tr><td>Oct '09</td><td>41</td></tr> <tr><td>Nov '09</td><td>43</td></tr> <tr><td>Dec '09</td><td>32</td></tr> <tr><td>Jan '10</td><td>60</td></tr> <tr><td>Feb '10</td><td>55</td></tr> <tr><td>Mar '10</td><td>61</td></tr> <tr><td>Apr '10</td><td>59</td></tr> <tr><td>May '10</td><td>59</td></tr> <tr><td>Jun '10</td><td>69</td></tr> <tr><td>Jul '10</td><td>75</td></tr> <tr><td>Aug '10</td><td>81</td></tr> <tr><td>Sep '10</td><td>72</td></tr> <tr><td>Oct '10</td><td>53</td></tr> <tr><td>Nov '10</td><td>62</td></tr> <tr><td>Dec '10</td><td>77</td></tr> <tr><td>Jan '11</td><td>79</td></tr> <tr><td>Feb '11</td><td>79</td></tr> </tbody> </table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	28	Sep '07	22	Oct '07	21	Nov '07	25	Dec '07	52	Jan '08	51	Feb '08	51	Mar '08	30	Apr '08	23	May '08	25	Jun '08	42	Jul '08	50	Aug '08	51	Sep '08	40	Oct '08	55	Nov '08	150	Dec '08	58	Jan '09	52	Feb '09	55	Mar '09	58	Apr '09	35	May '09	35	Jun '09	63	Jul '09	51	Aug '09	52	Sep '09	59	Oct '09	41	Nov '09	43	Dec '09	32	Jan '10	60	Feb '10	55	Mar '10	61	Apr '10	59	May '10	59	Jun '10	69	Jul '10	75	Aug '10	81	Sep '10	72	Oct '10	53	Nov '10	62	Dec '10	77	Jan '11	79	Feb '11	79	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none"> -- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive. -- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
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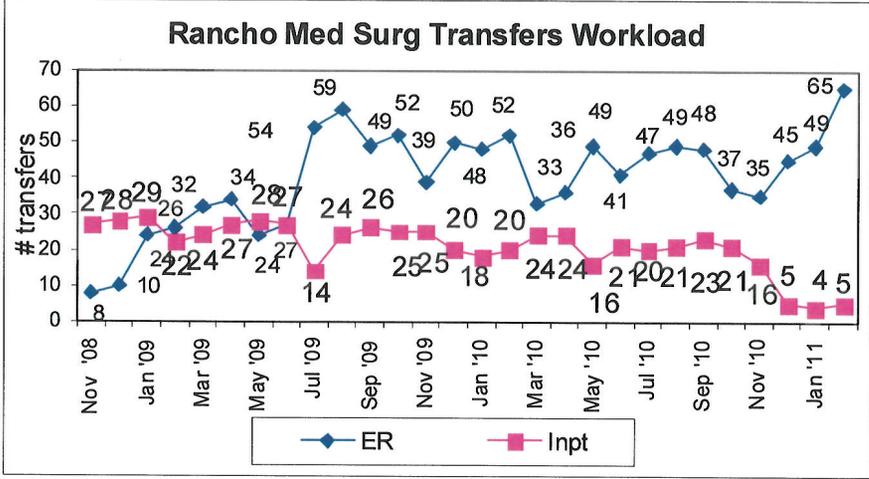
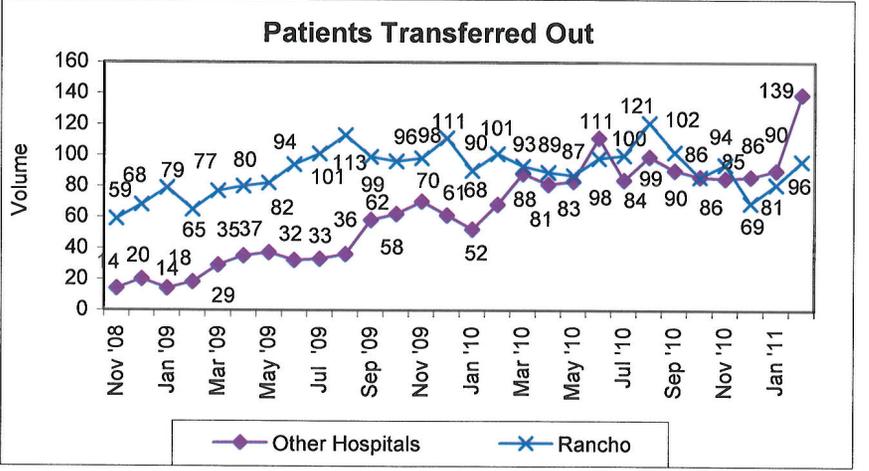
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2e. Surge Report		<p style="text-align: center;">Crowding Level Comparison</p> <p style="text-align: center;">New Facility Surge Plan Suspended New Facility Surge Plan Operational</p> <p>The chart displays the percentage distribution of crowding levels over time. The 'New Facility Surge Plan Suspended' period shows a significant increase in 'Dangerously OC' (black bars) starting around April 2009, peaking at approximately 65% in May 2009. The 'New Facility Surge Plan Operational' period shows a similar trend, with 'Dangerously OC' levels rising again after August 2010, reaching about 65% in February 2011. Other crowding levels like 'Severely OC' (red) and 'OverCrowded' (orange) also show peaks during these periods, while 'Extremely Busy' (yellow), 'Busy' (blue), and 'Not Busy' (green) levels remain relatively low.</p>	

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Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics						
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units. Data Source: Manual record keeping. Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	Month of Feb '11				
		Referrals from ER:				
			Med/Surg		Acute Stroke	Total
		# Met transfer criteria	70		NA	-
		# Referred to RLAH	67		19	86
		# Transfers	65		19	84
		# Denied	2		NA	-
		# Cancelled	3*		NA	-
		# Patients refused*	3		NA	-
		Referrals from Inpatients:				
			Med/Surg		Acute Stroke	Total
		# Met transfer criteria	16		NA	-
		# Referred to RLAH	14		7	21
		# Transfers	5		7	12
		# Denied	9		NA	-
# Cancelled	2*	NA	-			
# Patients refused*	0	NA	-			
Other /Pending	0	NA	-			

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		<div style="text-align: center;">  <p>Rancho Med Surg Transfers Workload</p> <table border="1"> <caption>ER and Inpatient Transfers (Nov '08 - Jan '11)</caption> <thead> <tr> <th>Month</th> <th>ER</th> <th>Inpt</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>8</td><td>27</td></tr> <tr><td>Dec '08</td><td>10</td><td>28</td></tr> <tr><td>Jan '09</td><td>26</td><td>29</td></tr> <tr><td>Feb '09</td><td>32</td><td>24</td></tr> <tr><td>Mar '09</td><td>34</td><td>24</td></tr> <tr><td>Apr '09</td><td>27</td><td>27</td></tr> <tr><td>May '09</td><td>24</td><td>27</td></tr> <tr><td>Jun '09</td><td>54</td><td>14</td></tr> <tr><td>Jul '09</td><td>59</td><td>24</td></tr> <tr><td>Aug '09</td><td>49</td><td>26</td></tr> <tr><td>Sep '09</td><td>52</td><td>25</td></tr> <tr><td>Oct '09</td><td>39</td><td>25</td></tr> <tr><td>Nov '09</td><td>50</td><td>18</td></tr> <tr><td>Dec '09</td><td>52</td><td>20</td></tr> <tr><td>Jan '10</td><td>48</td><td>20</td></tr> <tr><td>Feb '10</td><td>33</td><td>24</td></tr> <tr><td>Mar '10</td><td>36</td><td>24</td></tr> <tr><td>Apr '10</td><td>49</td><td>16</td></tr> <tr><td>May '10</td><td>41</td><td>20</td></tr> <tr><td>Jun '10</td><td>47</td><td>21</td></tr> <tr><td>Jul '10</td><td>49</td><td>21</td></tr> <tr><td>Aug '10</td><td>48</td><td>23</td></tr> <tr><td>Sep '10</td><td>37</td><td>21</td></tr> <tr><td>Oct '10</td><td>35</td><td>16</td></tr> <tr><td>Nov '10</td><td>45</td><td>5</td></tr> <tr><td>Dec '10</td><td>49</td><td>4</td></tr> <tr><td>Jan '11</td><td>65</td><td>5</td></tr> </tbody> </table> </div> <div style="text-align: center;">  <p>Patients Transferred Out</p> <table border="1"> <caption>Volume of Patients Transferred Out (Nov '08 - Jan '11)</caption> <thead> <tr> <th>Month</th> <th>Other Hospitals</th> <th>Rancho</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4</td><td>59</td></tr> <tr><td>Dec '08</td><td>20</td><td>68</td></tr> <tr><td>Jan '09</td><td>14</td><td>79</td></tr> <tr><td>Feb '09</td><td>18</td><td>77</td></tr> <tr><td>Mar '09</td><td>29</td><td>80</td></tr> <tr><td>Apr '09</td><td>35</td><td>82</td></tr> <tr><td>May '09</td><td>37</td><td>94</td></tr> <tr><td>Jun '09</td><td>32</td><td>101</td></tr> <tr><td>Jul '09</td><td>33</td><td>113</td></tr> <tr><td>Aug '09</td><td>36</td><td>99</td></tr> <tr><td>Sep '09</td><td>58</td><td>96</td></tr> <tr><td>Oct '09</td><td>62</td><td>98</td></tr> <tr><td>Nov '09</td><td>70</td><td>111</td></tr> <tr><td>Dec '09</td><td>61</td><td>90</td></tr> <tr><td>Jan '10</td><td>68</td><td>101</td></tr> <tr><td>Feb '10</td><td>52</td><td>88</td></tr> <tr><td>Mar '10</td><td>88</td><td>93</td></tr> <tr><td>Apr '10</td><td>81</td><td>87</td></tr> <tr><td>May '10</td><td>83</td><td>111</td></tr> <tr><td>Jun '10</td><td>98</td><td>100</td></tr> <tr><td>Jul '10</td><td>84</td><td>121</td></tr> <tr><td>Aug '10</td><td>99</td><td>99</td></tr> <tr><td>Sep '10</td><td>90</td><td>102</td></tr> <tr><td>Oct '10</td><td>86</td><td>86</td></tr> <tr><td>Nov '10</td><td>95</td><td>94</td></tr> <tr><td>Dec '10</td><td>86</td><td>81</td></tr> <tr><td>Jan '11</td><td>139</td><td>96</td></tr> </tbody> </table> </div>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	26	29	Feb '09	32	24	Mar '09	34	24	Apr '09	27	27	May '09	24	27	Jun '09	54	14	Jul '09	59	24	Aug '09	49	26	Sep '09	52	25	Oct '09	39	25	Nov '09	50	18	Dec '09	52	20	Jan '10	48	20	Feb '10	33	24	Mar '10	36	24	Apr '10	49	16	May '10	41	20	Jun '10	47	21	Jul '10	49	21	Aug '10	48	23	Sep '10	37	21	Oct '10	35	16	Nov '10	45	5	Dec '10	49	4	Jan '11	65	5	Month	Other Hospitals	Rancho	Nov '08	4	59	Dec '08	20	68	Jan '09	14	79	Feb '09	18	77	Mar '09	29	80	Apr '09	35	82	May '09	37	94	Jun '09	32	101	Jul '09	33	113	Aug '09	36	99	Sep '09	58	96	Oct '09	62	98	Nov '09	70	111	Dec '09	61	90	Jan '10	68	101	Feb '10	52	88	Mar '10	88	93	Apr '10	81	87	May '10	83	111	Jun '10	98	100	Jul '10	84	121	Aug '10	99	99	Sep '10	90	102	Oct '10	86	86	Nov '10	95	94	Dec '10	86	81	Jan '11	139	96	
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LAC+USC Medical Center
Operational Monitoring Report
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Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
<p>5.</p> <p>Average Length of Stay (ALOS)</p> <p>*Harris Rodde Indicator</p>	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p style="text-align: center;">ALOS</p> <p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p>	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p> <p>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.</p> <p>There were 8 patients discharged in Feb-2010 with LOS > 100. Without the effect of these 9, ALOS would have been 6.4 rather than 6.9</p>

